



POSITIVE DEVIANCE:

AN APPROACH TO ACHIEVING IMPROVEMENT



BC Patient Safety
& Quality Council



The **POWER** of Positive Deviance



Solutions before our
very eyes

The Premise:

In every community there are certain individuals whose uncommon practices/behaviors enable them to find better solutions to problems than their neighbors who have access to the same resources



PD - MRSA Prevention



Self-Organization

- Naturally occurring property of systems
- Arises through relationship patterns
- Relies on self-discovery in local communities & groups/units
- Can work for or against what a “leader” wants to happen
- It will be messy!



Self-Organization

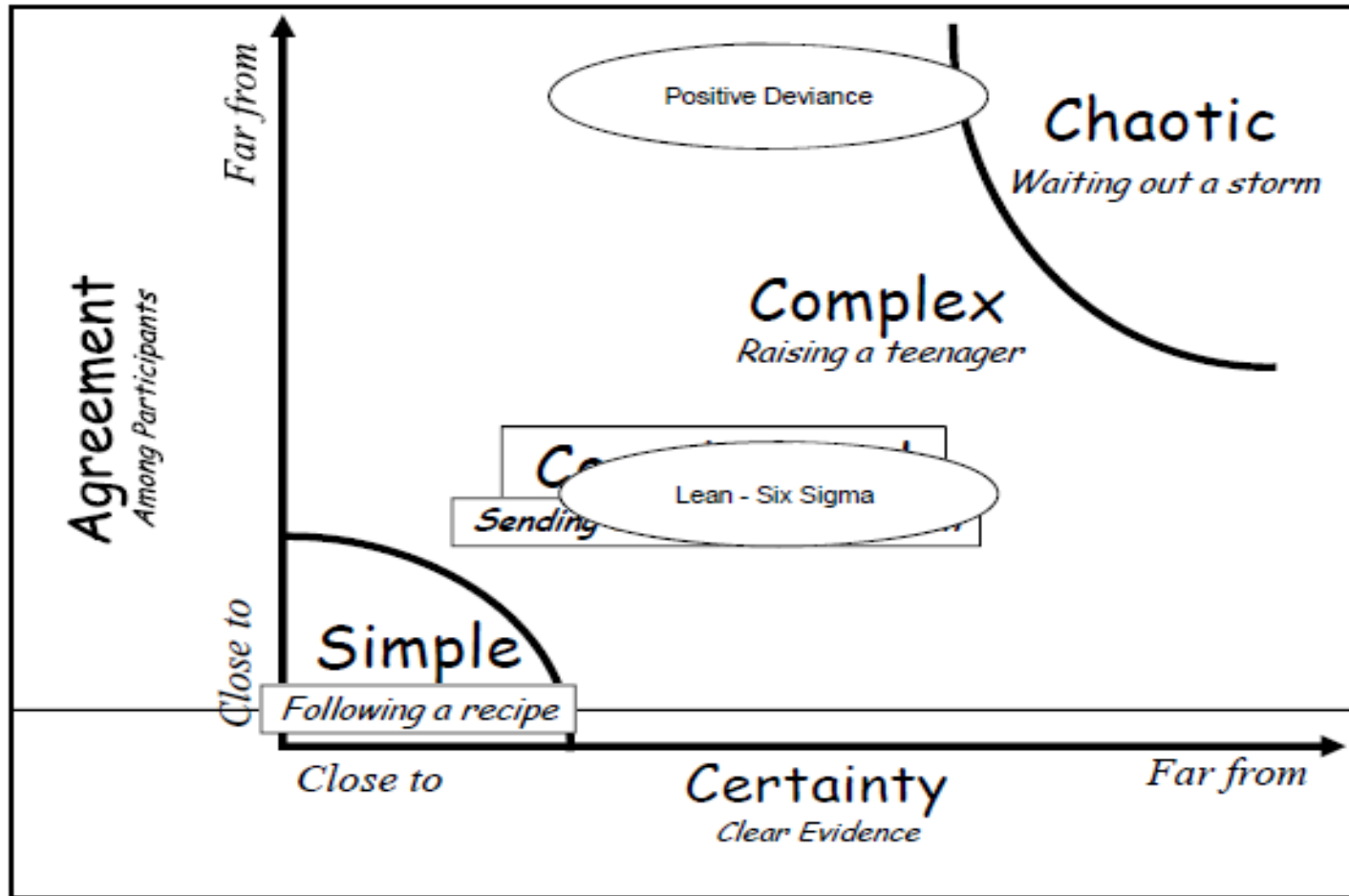
How do we get it to work for us?

- To improve offerings or turnaround big problems
- To develop new services & products
- To plan and adapt as the future unfolds
- To create healthy, safe work environments

How can we responsibly let go of control?



Stacey Matrix






This is About ...


- Creating sustainable change
- Transforming culture
- Changing “personal” human behaviors and habits




USA Trial Results

 **Clinical results:** 35% average drop in MRSA infection rates (*preliminary CDC results*)

- The Billings Clinic incidence rate declined by 88%
- Albert Einstein Medical Center infections dropped 35% so,
- 57 people went back to their families, homes and lives.

 **Expected** organizational results

- Hand hygiene and gowns & gloves use improved at all sites
- Self-report data on performance & employee satisfaction improved

 **Unexpected** benefits

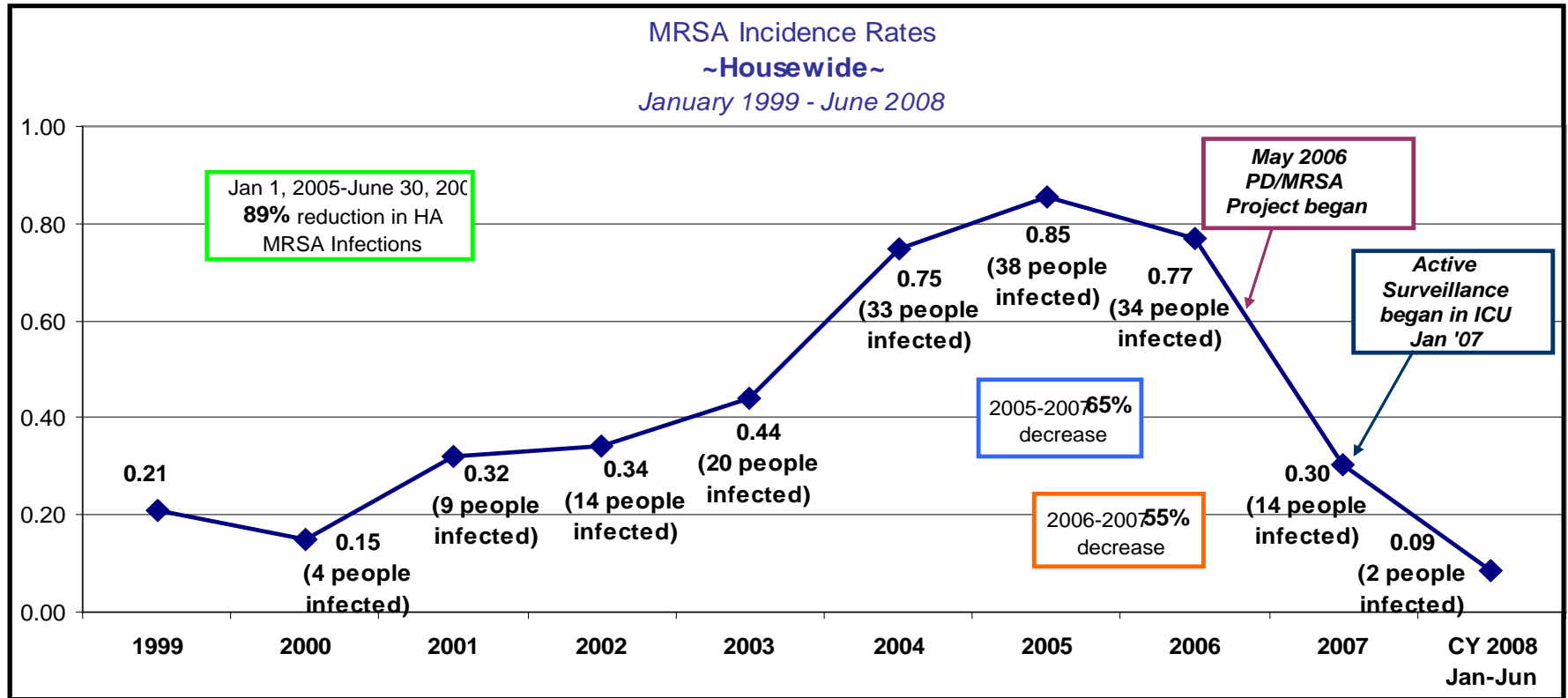
- Improved nursing recruitment into tough units
- Improved process for on-call scheduling



Billings Clinic - Healthcare-associated MRSA Infections

Housewide Incidence Rates

January 1999 – June 2008



Incidence Rate =

cases / patient days X 1,000

Case is defined as healthcare-associated infection.



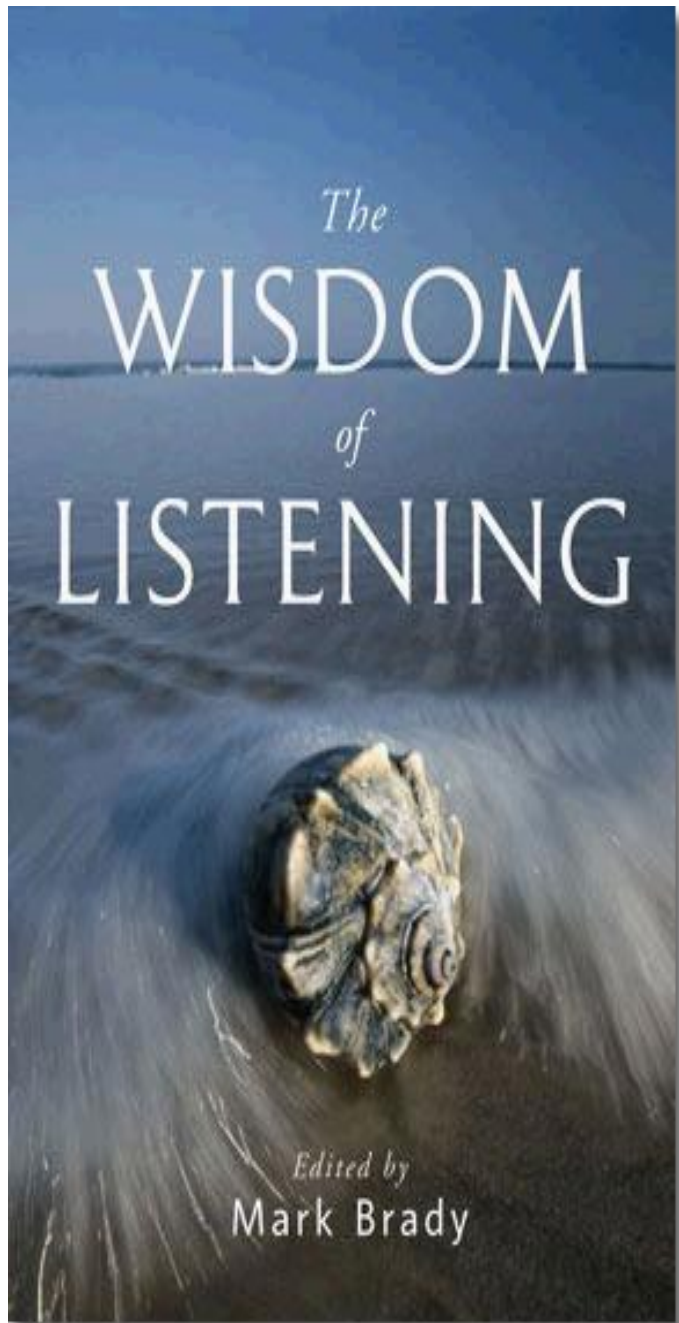
Preliminary Data

- In general, the rates of infection have come down across all sites in the preliminary data (the research team hopes to have some data published this fall)
- VGH was the only hospital that reported hand hygiene compliance – there was an increase from 35% to 83% and has settled back to about 75%
- Faster response by staff to infection break out

The Canadian PD Project



So let's try it!



- **3 minutes to present your challenge and answer any questions from your crowd**
- **6 minutes for your consult (in this time you will turn your chair around to face away from the crowd. You will just listen and take notes)**
- **2 minutes for debrief together to share what you heard and what insights you had.**
- **11 min per person**